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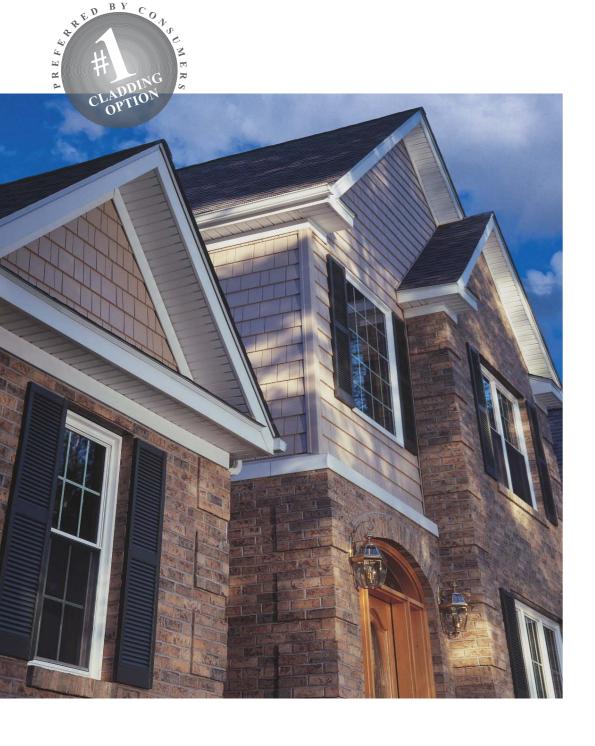
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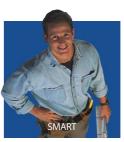














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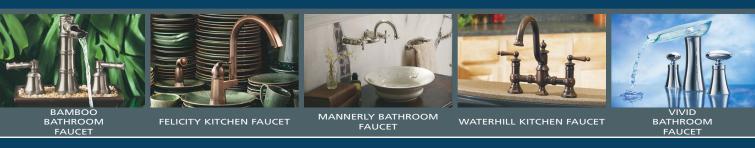
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Head in the Media Sand

We can blame the media for our condition in the housing industry or we can pick our heads up and act now to control our own situation. n recent months, I have seen a lot of housing industry people turn and point their fingers at the media. Their claim: the media's reporting is the reason for the lack of consumer confidence in the housing industry. Their thinking is that if the media would just report it is a good time to buy a house, everything would be OK.

People who make that charge have their heads buried in the sand. The reality is the media — both consumer and business — are reporting on an industry in a free fall. We haven't reached the bottom of this downturn yet, and most economists I hear are uncertain when that will happen. There are just too many potential blips out there that can affect what happens. Mortgages, foreclosures, financial institution failures, Fed rates, land prices, consumer confidence, even politics — any one or combination of these influences could alter the direction or trend of the housing industry.

Everyone here knows it is bad. The question isn't how we get the media to start changing perceptions so people will begin beating a path to our models again. The question is about how we manage our companies for a sustained period of poor activity. For some builders, it is already too late. They have either already closed the doors or are behind the eight ball on cash flow and just haven't realized yet how bad their condition is.

I don't mean to excuse the media of any responsibility. We do have a tendency to report only the extremes of events. When times are difficult, bad coverage feeds bad coverage. But when the industry was in a rush, we sure did benefit from good media coverage, didn't we? My point: we can't complain now when we didn't complain before. The media is the media. Or, "It is what it is."

So, what do you do? First, get your ship in trim shape. Pull whatever bandages off now because, believe me, you will be removing those bandages in this downturn. Get it over with. Now.

Second, take control of your story. Never in the history of the world have individuals had such access to broadcast media, allowing them to reach millions of people with little cost. Use your Web site, electronic newsletters and all the other media tools you have to communicate with your clients and prospects. Tell them the truth about your company directly — without media's influence.

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Paul Deffenbaugh, Editorial Director paul.deffenbaugh@reedbusiness.com

We are proud to announce that *Professional Builder* has joined forces with Avid Ratings to present one great conference. **The** *Professional Builder* **Benchmark and Avid Leadership Conference** will take place Oct. 5-7 at the Arizona Biltmore Resort & Spa in Phoenix. The theme is "**Tools for Turnaround**," and we'll deliver specific details on how builders can prepare to emerge from the downturn. Learn more at www.ProBuilder.com/benchmark.





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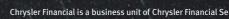
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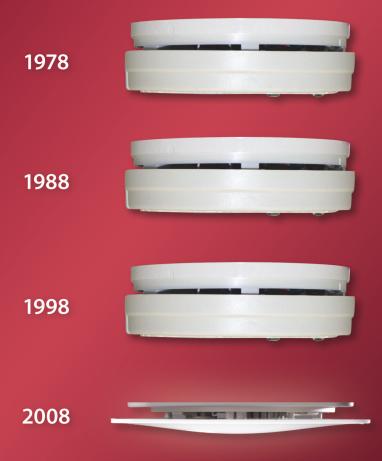






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Editorial Director

Paul Deffenbaugh 630/288-8190 paul.deffenbaugh@reedbusiness.com

Creative Director *Bill Patton* 630/288-8050
bpatton@reedbusiness.com

Group Managing Editor *Erin Erickson* 630/288-8198

erin.erickson@reedbusiness.com

Assistant Managing Editor

Sara Zailskas 630 sara.zailskas@reedbusiness.com

Senior Editors *Susan Bady* 630/288-8194 susan.bady@reedbusiness.com

Mark Jarasek 630/288-8171 mark.jarasek@reedbusiness.com

Bill Lurz 941/371-4804 bill.lurz@reedbusiness.com

Felicia Oliver 630/288-8483 felicia.oliver@reedbusiness.com

Products Editor Nicholas Bajzek 630/288-8187 nicholas.bajzek@reedbusiness.com

Editorial Assistant Jennifer Powell 630/288-8297 jennifer.powell@reedbusiness.com

Production Editor

Kristin Foster 630/288-8167 kristin.foster@reedbusiness.com

Senior Contributing Editor

Contributing EditorsJohn Rymer, Paul Cardis, Rodney Hall

ALES, MARKETING AND EVENTS

Vice President Julian Francis 630/288-8826 julian.francis@reedbusiness.com

Publisher

Tony Mancini 610/205-1180 armancini@reedbusiness.com

Director of Events

Judy Brociek 630/288-8184 ibrociek@reedbusiness.com

Marketing Director Gayle Colbert 630/288-8693

gayle.colbert@reedbusiness.com

Marketing/Events Coordinator *Heather Weber* 630/288-8109

heather.weber@reedbusiness.com

FINANCE, RESEARCH AND CIRCULATION Director of Finance

Bruce Ksiazek 630/288-8120 bksiazek@reedbusiness.com

Audience Marketing Manager *Angela Tanner* 800/446-6551 subsmail@reedbusiness.com

Research Director Barbara Allelujka 630/288-8175 barbara.allelujka@reedbusiness.com

EDITORIAL AND PUBLISHING OFFICE

Professional Builder

2000 Clearwater Drive Oak Brook, IL 60523 Telephone: 630/288-8000

Fax: 630/288-8145

Reed Business Information

Tad Smith Chief Executive Officer Jeff Greisch President, Chicago Division

mail bag

Then Paul Deffenbaugh lamented in his February editorial that we're over-consuming, our readers kept talking about green building.

Building Practices Change; So Should We

Yes, it's our choice. We have to change how we build houses.

I have done just that. I am an NAHB builder in North Carolina, and I made the discovery that pine wood stores energy.

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Now will it take 15 years — the time, in my youth, it took builders to accept plywood?

I can't change the world by myself. Your help would be appreciated.

Michael Sykes

Wake Forest, N.C.

Well said!

Outstanding commentary. William H. Seeger Riverside, Ill.

Join the conversation on Paul's blog, House Beat, at www.probuilder.com.





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Editorial Submissions

letters to the editor

Send to Paul Deffenbaugh > 2000 Clearwater Drive, Oak Brook, III. 60523

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Who will be this year's giant home builders? log on to www.probuilder.com/400survey

On May 1, *Professional Builder* will reveal the top 400 builders of 2007. Will your name be on the list? There's only one way to find out.

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- 3. Evaluate your nominee against these criteria:

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- Highly reputable in the market(s) served?
- Employing and retaining the brightest and best personnel?
- 4. Finally, tell us why this year is the right year for the company to be honored as the *Professional Builder* 2009 Builder of the Year.
- 5. Send your nomination by June 30, 2008, to:

Professional Builder 2009 Builder of the Year

Attn: Paul Deffenbaugh

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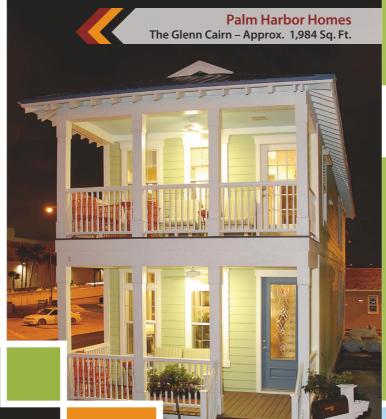


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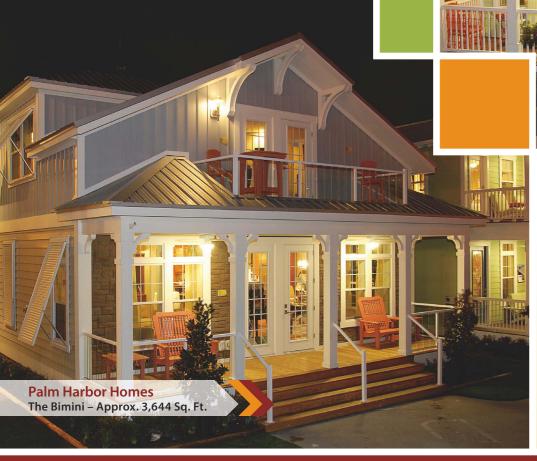
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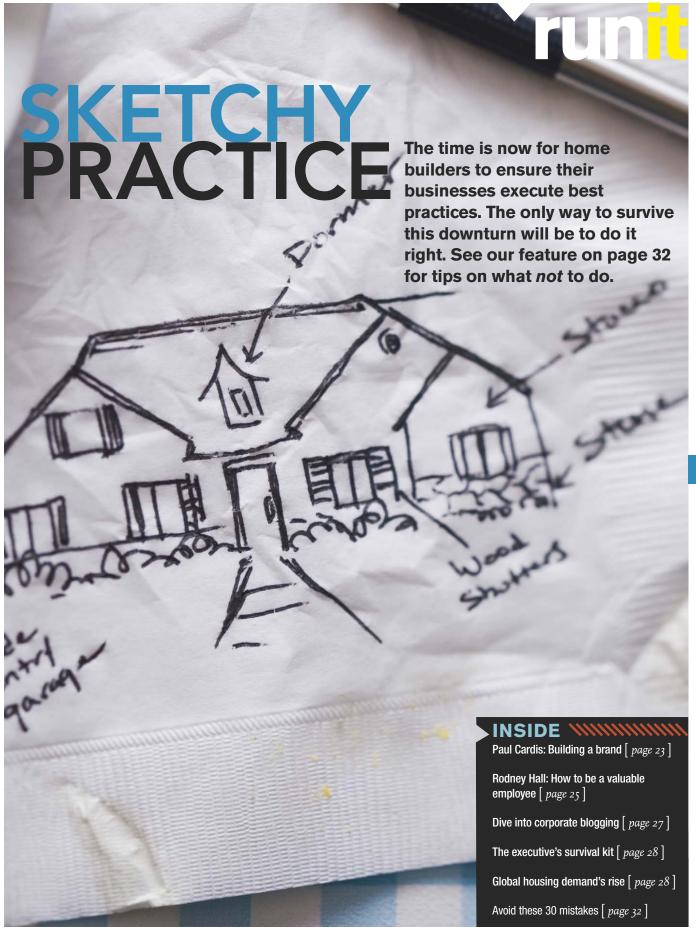
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[CUSTOMER SATISFACTION]

How Grand Is Your Brand?



Home builders' future success will depend largely on how well they've maintained their brands at the local level. Here's what you can do to shore up your image.

By Paul Cardis, CEO, Avid Ratings

f you think competition in the home building industry is tough now, you haven't seen anything yet. As the industry struggles through a recession, many home builders are slashing prices and offering free upgrades to preserve their piece of the pie. Predicting which companies will triumph, however, may be a matter of identifying the home builders with the strongest brands.

A brand is a quick way for someone to understand and trust what you are selling. When creating brand value, however, global brands have it easier than home builders because global brands are good about. The challenge is to consistently communicate the benefits of doing business with you.

Writing for BusinessWeek. com, Steve McKee, president of McKee Wallwork Cleveland Advertising in Albuquerque, N.M., points out that a brand is only as strong as its ability to pass six key tests: relevancy, simplicity, differentiation, believability, credibility and defensibility. A brand must be desirable to the target audience, easy to understand, different from anything else out there, realistic, trustworthy and something that can be defended when it comes under attack by the competition.

A brand is a quick way for someone to **understand and trust** what you are selling.

not affected as easily by local trends and market conditions. Builders who invest time and money to create and maintain strong brands are most likely to thrive despite poor local economies.

How does a home builder build a strong brand? It takes years of product design, pricing, packaging, advertising, promotions and public relations to develop a brand that people recognize and feel Even top brands can topple when they fail to pass one of these tests. Consider the demise of Levitt and Sons, a unit of the Levitt Corp., which declared bankruptcy last November. More than 60 years ago, the builder was responsible for building the first modern suburbs in the Northeast. Most recently it had been focusing on retirement communities for the children of the Levittown generation

— using the brand equity and nostalgia of the Levitt name to sell hundreds of homes in the Southeast.

Now, people who trusted the brand are dealing with unfinished homes. Even if the company is able to emerge from bankruptcy, the brand will never recover.

Indeed, turning around a fallen brand is next to impossible. A few years ago, Avid Ratings conducted research for a regional builder to discover what consumers really thought of the brand. After we discovered the brand stood for inferior construction quality, the builder took strategic actions to turn things around. Despite improving its product quality and service, the public perception did not change.

The builder merged with another builder and relaunched the new enterprise under a different name, rather than maintain either name. Today, this company is known for great homes and service excellence, something it gratefully uses to survive the downturn. PB

Paul Cardis is CEO of Avid Ratings Co., a research and consulting firm specializing in customer satisfaction for the home-building industry. He can be reached at paul. cardis@avidratings.com.

Cardis' Tips

FOCUS on what your customers want and make sure your brand delivers it.

SIMPLIFY your brand by focusing on just a few key brand values.

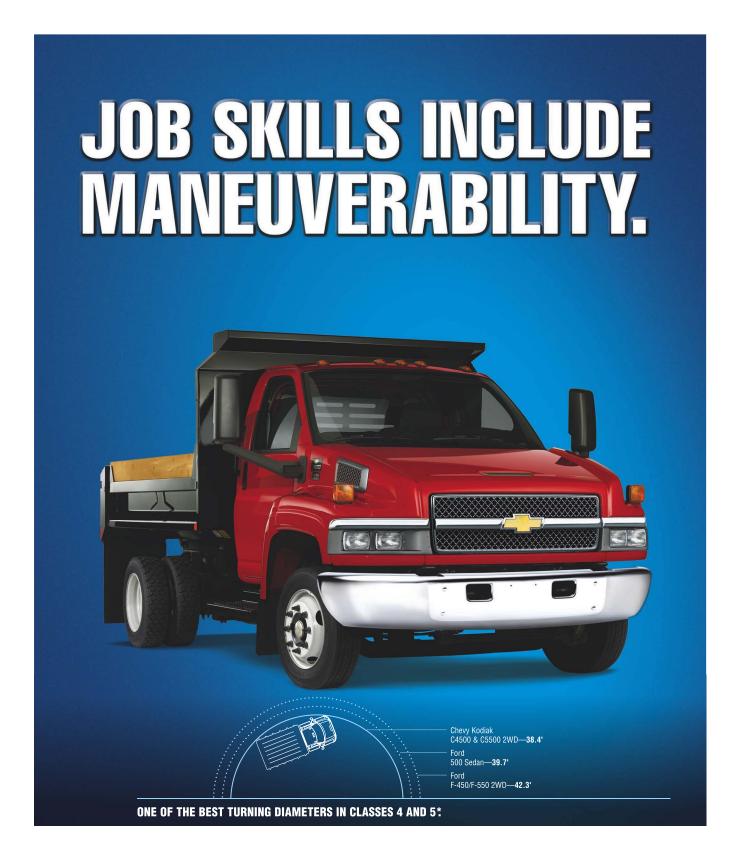
REINFORCE

your brand by communicating it consistently in all ads, business cards, brochures, Web sites,

EXCEED what your brand promises, because failing just once can signal its demise.

MANAGE your brand by continually looking for ways to improve it.







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[H.R. DEPT]

Are You An Indispensable Employee?

Enhance your value to your employer. By Rodney Hall, The Talon Group

received a call today from a young man we placed several years ago with a northeast home builder. I assumed he'd been cut in another round of layoffs and was calling to see if we could help. Instead, I learned that he was still employed and doing his best to keep it that

However, the reality of the current market conditions — coupled with his role as a land acquisition manager — left him concerned about his long-term prospects. The purpose of his call was to touch base in the event his situation took a turn for the worse next year.

We discussed what his

and beyond his normal range of duties.

Some examples:

- Volunteer to fill in as a host/greeter once or twice a month in the sales offices. Yes, that might even mean working a weekend here and there, but it would be a great way to gain exposure to other facets of the business and save the company the hostess expense to boot.
- Make follow-up calls to everyone registered (but not sold to) in the past three years to see if they had purchased a home. If they haven't, update their information and pass it along to the sales manager for redirection to the sales staff. If they have bought, turn it

the price of one. I know one person who holds the dual role of governmental affairs manager and director of marketing. He only gets paid for one role right now but sees that as a short-term tradeoff for job security.

The bottom line is, if you find yourself in a tenuous employment situation, try to make yourself as valuable to your employer as possible.

It might not stave off the inevitable but it certainly won't hurt your chances either — especially if it gets down to you and someone else with equal experience.

Besides, if you find yourself back in the job market. it will help to add a few bullet points about your experiences in other parts of the business. Who knows, you might even learn something new. PB

Rodney Hall is a senior partner with The Talon Group, a leading executive search firm specializing in the real-estate development and home building industries.

Above and beyond

Volunteer as a host/ greeter in the sales offices

Follow-up via phone to everyone registered but not sold to in the past three years.

Offer to help solicit and analyze new bids from subcontractors and trades.

If you find yourself in a tenuous employment situation, try to make yourself as valuable to your employer as possible.

options might look like if he found himself in the job market. We came to the conclusion he'd have a greater employment opportunities in the a commercial, retail or mixed-use sectors. In the meantime, though, I suggested he focus on enhancing his value with his present company by asking where and how he could help above

into a market research call to learn where they bought, who they bought from and what drove their final decision. This is valuable information most builders have to pay someone for.

Offer to help solicit and analyze new bids from subcontractors and trades.

A more extreme avenue is to do the job of two people for



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[TECHNOLOGY]

Welcome to **Blogland**

A home builder's guide to surviving Web 2.0

By Erin Erickson, Group Managing Editor

hanks to self-publishing blogging platforms, anyone with opposable thumbs and an e-mail address can share their opinion about your company. Sound like a public relations nightmare? It doesn't have to be; in fact, you could consider it a blessing in disguise.

Corporate blogging expert Debbie Weil says the current market condition is the perfect time to start blogging because home builders can position themselves as industry experts, particularly at the local level.

In "The Corporate Blogging Book: Absolutely Everything You Need to Know to Get It Right," Weil offers a 20-point inspection on the world of corporate blogging. There's a lot to keep in mind.

Resources

One of the biggest roadblocks home builders face is resources with time, people and money.

Don't let dwindling resources keep your company from blogging. Consider the following:

• Time. It takes as much time to write a blog post as it does to skim the industry news. In an ideal world, blog posts would be written daily; realistically, at least once a week should suffice.

• People. You don't need to hire a writer to craft your blog posts, nor should you rely solely on your marketing department to do the job. In fact, the more people who write, the more authentic it sounds. Weil advises builders "to be authentic and credible in what they're talking about." Need an example? When The Wall Street Journal talks trash about your market, don't tell your customers everything is rosy; instead, have someone in sales write about how they're reaching out to the community.

• Money. Consider a blog the cheapest marketing dollar you've never spent. The most

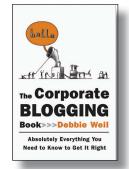
notable blogging platforms are free. They come pre-installed with templates and don't require you to have any knowledge of computer programming.

Dealing with negativity

If you're as tired as we are of the mainstream media picking on the housing industry, a blog might just be the proactive solution you're looking for. Ditto that sentiment when responding to the hate mongers who publish sites like "Ihate[insert home builder's name here].com.

Unfortunately, says Weil, there is no black and white answer to responding to negativity. She does recommend builders use the corporate blog to take control of the conversation.

When it comes to homeowner blogs, "Absolutely respond in some way; just don't be si-



Blogs by the numbers

According to Technorati, a Web site that considers itself "the authority on what's happening on the World Live Web, right now":

175,000

The number of new blogs created every day

1.6M

The rate of posts per day that bloggers make as a collective group

18 sec.

Those 1.6 million posts are updated at a rate of 18 updates per second.

112.8M

The number of blogs Technorati is currently tracking in the world

39%

According to a Pew Internet & American Life Project Tracking survey, that's the number of adults surveyed who read someone else's online journal, Web log or blog.

22%

The percentage of adults, according to a Pew Internet & American Life Project Tracking survey, who post comments to an online news group, Web site, blog or photo site

These guys blog, too

Still not sure how – or if – your company should blog?
Check out these corporate blogs for inspiration:

Dell > http://direct2dell.com/one2one/default.aspx

Johnson Controls > www.yourenergyforum.com

Owens-Corning > http://saveenergy.owenscorningblog.com

Google > http://googleblog.blogspot.com

lent," says Weil. Combat negative remarks with a customer-friendly resolution; offer an apology and means to remedy the problem.

Weil also advises builders to take a good look at what the commentators are saying about talk-your product; be sure you're really willing to hear critical feedback.

Overall, Weil says, make sure there's a strategic reason for starting a blog. Blogs shouldn't be an afterthought or last ditch effort to cull customers. **PB**

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[DESKTOP]

5 **Executive** Faves

By Felicia Oliver, Senior Editor



of times, the general manager of the Raleigh-Durham, N.C., division of HHHunt Homes knows business savvy and the ability to charge forward — with one's sanity and sense of humor intact — are keys to being successful at the end of the day.

We asked Froelich what "tools" he relies on daily to be the most effective, energetic and inspired at his job. Here's his Top 5:



My Blackberry:

It's the ultimate integrated information and communication device. From task and information management to real-time communication, this little tool has helped me be a much more responsive

executive. But I have learned that you have to control it or it will control you before



Frik Froelic

you know it.

Scriptures: Daily reading provides me with the grounding, principles and inspiration I need to navigate a world where competing priorities can provoke short-

sighted responses in our relationship with others.

Management Lit: "Built to Last" and "Good to Great," both by Jim Collins, are two classics that I refer to regularly to

remind me that, to be great home builders, we need to build enduring organizations.



Gym bag:

There is a direct correlation between

the degree to which I get out of the office and exercise daily and my personal productivity. It not only helps relieve stress but burn off the extra calories I consume when I feel said stress!

Photo of my beautiful wife and five kiddies: A reminder of what matters most and that my job is just a means to an end after all is said and done.

WORLD NEW HOUSING UNITS

(ooo Units)

				% Annual Growth	
	2001	2006	2011	2001-2006	2006-2011
Item					
World New Housing Units	44,140	52,230	57,900	3.4	2.1
North America	2,597	2,967	3,135	2.7	1.1
Western Europe	2,053	2,513	2,485	4.1	-0.2
Asia/Pacific	28,990	33,930	37,650	3.2	2.1
Other	10,500	12,820	14,630	4.1	2.7

Source: "World Housing" report by Freedonia Group

THE FREEDONIA GROUP'S "WORLD HOUSING" REPORT, published in December, indicates global housing demand will rise 2.1 percent annually through 2011. The trend-analysis company's research shows most of the growth will be led by the developing regions in Africa, Mexico and Asia. That rapid regional growth will create a demand for new housing that will be difficult to meet.

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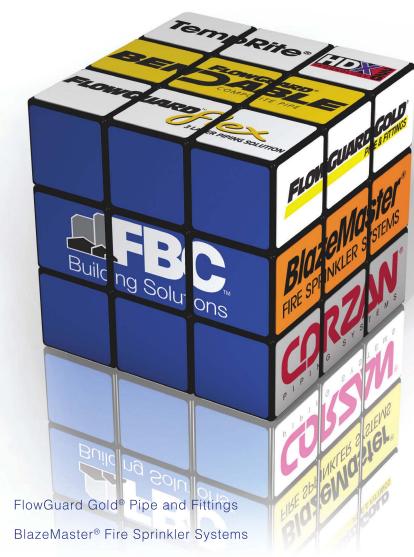
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- Single-Family Detached
- Single-Family Attached
- Custom Home
- Spec Home
- Affordable Housing
- HUD Secretary's Award for Excellence
- Rental Homes
- Community Design
- Smart Growth

Interior Design

- Best Kitchen
- Best Bath
- Best Specialty room
- Best Detail
- Best Amenity/Facility

(Some categories are sub-divided according to project size. See the BALA 08 Registration Form at www.ProBuilder.com/BALA for details.)











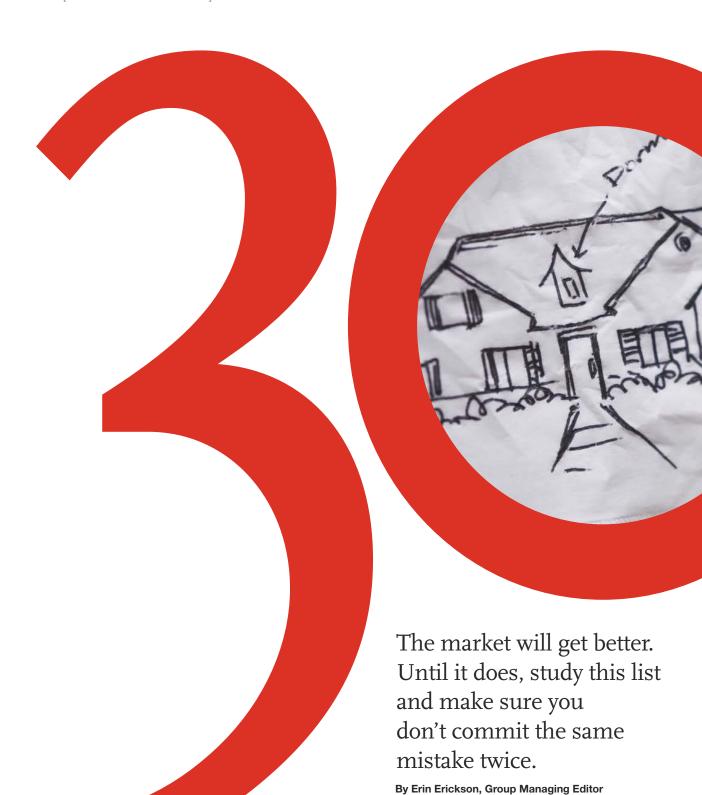
www.ProBuilder.com/BALA

Professional Builder









Professional Builder / April 2008



MOST BUSINESS ARTICLES tell you how to improve your business. Because we like to think we march to a different beat here at *Professional Builder*, we've decided to try a different angle and let you know what *not* to do.

We turned to experts such as Chuck Shinn, Scott Sedam, John Rymer and others for input; the list on the following pages represents merely a sampling of their recommendations (Believe us — they could go on!).

Mistakes not to make again

ATTITUDE

Allowing the market to affect your company's character.

Industry expert Charlie Jenkins chalks up things such as poor decisions on land purchases and compromises on hiring decisions to a good-looking market. Once the market turns the other direction, however, everyone sings a different song. "There is no substitution for good business character," Jenkins says. "The ideals, standards and values

that we base our company strategies on should make sense in a good market as well as a bad market."

SUPPLIERS AND TRADES

2 Not having a purchase-order system.

No P.O. system means no agreement of trade cost or specific house information in advance. Do yourself a favor and get yourself organized.

3 Jobs not ready for trades. If your jobs aren't ready for the trades, you're setting yourself up for a big problem. Try dry runs for trade contractors.



4 Paying trades too early. Pay your trades too early and you may not get them to finish the job, which creates a need for punch-out

people, says consultant Chuck Shinn — and that leaves you to pay for the work twice.

5 Leaving money on the table by pulling all suppliers and trades through the same cost-reduction knot-hole.

Scott Sedam, TrueNorth, recommends against a one-size-fits-all approach to cost-savings in the trades and suppliers department. You're "killing a loyal trade" with that tactic, he says.



6 Continually hammer suppliers and trades to rebid and cut margins. You're better served working cooperatively to eliminate waste in product and process.

Not checking in on the purchasing department. Although purchasing is usually great at negotiating the best price, Sedam says, it doesn't hurt to challenge your purchasing departments to show you documentation that they are not only negotiating for the best trades by those criteria but also for the best crews.

Holding on to your trades and suppliers out of comfort.

Says consultant Chuck Shinn: "[Builders are] wed too closely to current trades and vendors." Maybe it's time for a trial separation. We're not saying leave them all together, just give someone else a shot.
Repeat after us:
"There are no sacred cows."

LAND

9 Too much land inventory. Use the market recession to develop a land strategy.

10 Buying land outright. When you buy land, have a due-diligence period and a takedown schedule.

Paying too much for the land.

Shinn recommends builders work backward from house sales price and keep land within market ratios of sales price.

SYSTEMS, PROCESSES AND COMMUNICATION

12Lack of systems and procedures.

Form a team and begin to create standard operating procedures for your company if you don't have them already. If your systems aren't documented, they don't exist.

13 Inefficient and ineffective systems and processes. You may have systems and processes in place, but do they work? Shinn recommends analyzing, documenting and streamlining processes for maximum impact. Often you'll find a lot of duplicate efforts.

14 Lack of discipline.

Your policies and procedures are only good if they are being followed by everyone in the firm. Hold your employees accountable if they don't fulfill their responsibilities.

15 Poor integrated management

process. Each man may be an island but your departments shouldn't be. Urge your management team to get behind integrating the whole company. How? Implement management software; create a central repository for information, spreadsheets and reports; and stop duplicating work.

Roo strategic plan. Do you know where you want your company to be in three to five years? Stay on course by developing a strategic plan. Shinn describes a good strategic plan as a written plan that helps guide decisions and actions; it should be reviewed and updated at least annually and should be used, not just put on a shelf or given to lenders.

17 Poor communication.

Nothing will tire your staff quicker than a lack of communication. Keep the lines of communication open both to and from the management



level. You'd be surprised how responsive your employees will be if you keep them in the loop. Provide clear direction and they'll be yours forever.

training. Would you want your next CEO to come straight out of high school? If you've dropped new staff orientation programs to save a buck, you might as well start recruiting your C-suite from the playground. You'll save money in the long run by retaining "perks" such as job training — both new-hire and continual education — as well as orientation and advancement opportunities.

MONEY

19 Not treating land and home building as separate profit centers. The dynamics of land and hom building are quite different

dynamics of land and home building are quite different, says Shinn. Too many firms "subsidize inefficient homebuilding operations with land appreciation." Land is a very liquid asset; don't dry up your cash reserves by keeping your land and home building operations in the same bucket.

Pricing homes on cost instead of the market. Make

sure you're doing your

market research before you start building your million-dollar masterpieces. The local market will set the sales price of your homes,



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* Variform commissioned an independent research study of homeowners in 2005 that was conducted by the Vernon Research Group. Respondents did not include homeowners with primary brick or stucco exteriors.



not the cost of the goods used. Direct construction costs, not profits, are the only variable in the pricing formula.

Never giving the level of attention to a new community startup that is given to sales, finance and **production.** "There is more money bled out on the ground in the community start-up process — from signing a land contract to opening the first model for sales — than anywhere else in home building," Sedam says. If you're starting a new community, conduct a true value-stream analysis on your startup process and then create a sensible, streamlined process and thoroughly implement it.

SALES

Lack of good sales training.

Sales training hits to the heart of selling your homes. Take a good, hard look at your sales training: can your sales team demonstrate the home and its products? Are they asking the right questions? If the answer is no, then it's time to retrain your sales team.

23 You don't know your customer.

Do you know your customer or just think you do? If your entry-level options are appealing more to the empty-nester crowd, reconsider your customer profile and act accordingly. Sales expert and PB columnist John Rymer recommends paying close attention to your customers' wish lists. "Whatever the last three customers were asking for ... everyone [will] want."

An uncontrolled selection process. If you've been sending customers to

Our Experts

Chuck Shinn Jr. has been a consultant and industry educator since 1975. He has a doctorate in business management and has improved the management skills of home builders to increase their profits, quality and customer satisfaction.

John Rymer is the founder of New Home Knowledge, which offers sales training for new home builders and real-estate professionals.

Scott Sedam is president of TrueNorth Development, a nationwide consulting and training firm focused on quality, process improvement and organizational development.

Stuart Teicher is senior vice president and general counsel of the Teicher Organization in East Brunswick, N.J. The company develops residential and commercial projects throughout New York, New Jersey and Pennsylvania.

Charlie Jenkins is vice president of sales training for Ryland Homes.

vendors or using allowances instead of baseline specifications, now is the time to stop. Shinn suggests taking control of the process by setting time frames, offering guidance and packing selections, thereby lessening the confusion for your customer.

25 Mismanaging HOA transitions.

Too many builders and developers with homeowner associations are notorious for mismanaging the transition to homeowner rule, says Stuart Teicher, senior vice president and general counsel of the Teicher Organization. The results can go behind the typical wear-and-tear fixes and turn into more catastrophic problems such as negative publicity from HOAs.

BUILD

26 No master schedule.

Don't leave your build schedules up to chance — or to your individual superintendents. Not having a master schedule will leave you with too many phone calls, no consistency and no way of notifying trades and suppliers of what's going on.

27 Inadequate construction planning.

Don't be in such a rush to reach the construction phase. Opening a community without finished plans and specifications or starting individual homes without complete information will lead to inaccurate purchase orders.

No internal inspections. Are you conducting critical point inspections? You should be. Shinn advises three to five detailed internal inspections with the ultra-critical internal final inspection

DESIGN

Poor product design process.

prior to the customer walk.

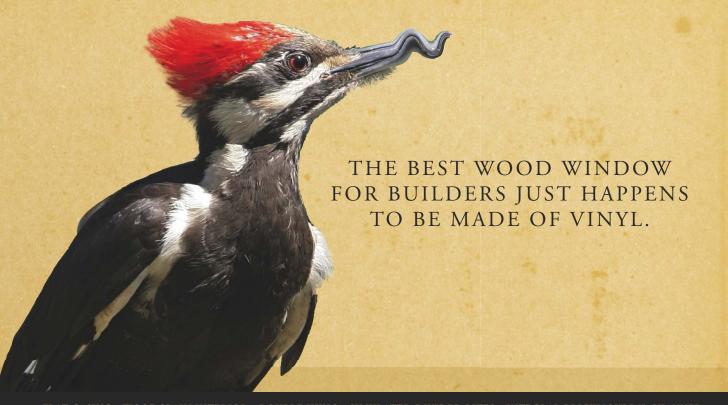
This no-no is a first cousin to mistake No. 23: know your customer. Stop designing homes you want to live in and start designing homes your customers want. Our experts agree: you can't forget to include your estimators and production teams in the process; they'll know what you don't.

30 Inadequate construction drawings.

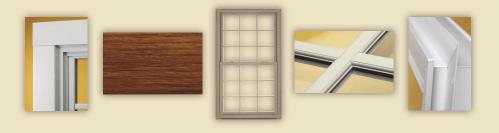
If your third-grader can read your construction drawings, you've got some work to do.

Lack of details and no consistency leave a lot of room for error and interpretation, says Shinn. "Trades and supers haven't been asked for input on what they need, nor

is there a scope of work for architects." Be kind and refine. **PB**



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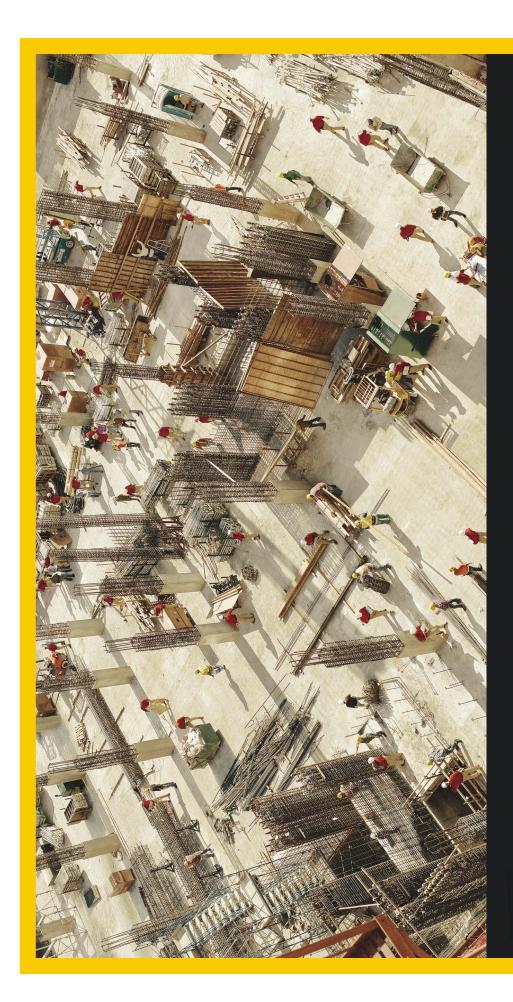
sellit

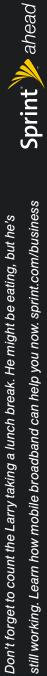
GNOMES NOW HOMES

This just in: A mob of lawn gnomes have picketed Indianapolis-based Hansen & Horn Homes to guard their rightful position in front yards throughout the city. They're protesting the builder's threat to build homes with character – not flanked by characters. The protest, orchestrated by the builder's marketing agency, Bradley and Montgomery, actually increased traffic, leads and sales – as intended.

Charity begins with homes [page 43]

Kill the contingency! [page 44]





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[NEW HOME KNOWLEDGE]

Improve Customer Negotiations



Want better results?

Define the salesperson-home buyer negotiation process.

By John Rymer, New Home Knowledge

sk builders what they hate most about the current market and chances are "prolonged negotiations with customers" will be near the top of the list. Yet few builders are working to improve the negotiation process within their firms. Most seem to take the position that there is little they can do to improve the situation until the market improves.

Many forward-looking builders see customer negotiations as a way to get more than their fair share of sales at better prices than their competitors. To get better results and more sales, builders must train their sales team on the essentials of negotiapoint persons in the negotiations, representing the builder rather than the customer.

Consider why you may not be getting the most from customers looking to negotiate; most potential offers never make it to serious discussion stage; most sales professionals take the side of the customer and try to achieve the lowest possible price for the home; and most owners and managers are spending far too much of their time negotiating with customers — and are not trained in basic negotiation skills.

So what should you do to improve the atmosphere and receive additional offers at the better prices?

To get better results and more sales, builders must train their sales team on the essentials of negotiations with customers.

tions with customers.

Get your goals straight

Begin by defining your goals. I suggest three:

- (1) We want to receive more offers.
- (2) We want customers to understand we will consider any fair value offer.
- (3) We want to empower the sales team to become the

Step 1: Create an environment where every offer — even unrealistic offers — are viewed as a positive event and worthy of serious consideration.

For example, if the customer says, "We really like your home and are prepared to offer you \$250,000," your sales professional should say, "Wow. \$100,000 under our

asking price is really a big discount. Let's talk through how you arrived at that price."

Step 2: Have the sales professional and customer create a worksheet that details how the customers arrived at a fair market price. It should include a comparison to the homes they are considering and adjustments to show why their offer is reasonable. Both the sales professional and customer should initial the analysis. If they really want your home, they will spend the 15 minutes needed to do the comparison.

Step 3: Require a deposit prior to submitting the offer to management. Customers need to know that you consider all offers seriously but only if you are dealing with a bona fide customer.

This negotiation process requires more discipline but rewards you by gaining the ownership of the sales professional and receiving more offers at better prices. **PB**

John Rymer is the founder of New Home Knowledge, which offers sales training for new home builders and real-estate professionals. He can be reached at john@newhomeknowledge.com.

Rymer's Rules

BUILD AN ENVIRONMENT

where every offer is viewed as a positive event and worthy of serious consideration.

CREATE A WORKSHEET that

details how the customers arrived at a fair market price.

REQUIRE A
DEPOSIT prior to
submitting the offer to
management.











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[CHARITY]

A Showcase Home for a

Good Cause By Susan Bady, Senior Editor, Design

arenz Builders of Germantown, Wis., found a unique way to help adults and children with muscular dystrophy: a fund-raising event that lets people travel without leaving home. Last October, Barenz hosted "Passport to Europe: A Dream Home Tour for an MD Cure," which raised \$60,000 for the Muscular Dystrophy Association of Southeastern Wiscon-

Participants in "Passport to Europe" toured the Barrington Manor, a 10,000-square-foot home Barenz built. Among the features of the European estate, which sold prior to the event for \$2.1 million (without lot), are a stone turret; alder woodwork with walnut burl inlays; three stone fireplaces; a state-of-the-art home theater; and a ballet studio.

"We chose MDA because we thought they were underserved," says Vice President Cheryl Barenz. "And the research we've done assures us that the money we raise will stay in southeastern Wisconsin, directly benefiting those [here] who have the disease."

"Passport to Europe" kicked off with a VIP reception at a local country club, where international food-tasting stations paired with imported beverages. The VIPs included suppliers and trade contractors who worked on the Barrington Manor and the builder's past and present clients. Guests even took a limousine to the home, and the public was invited to tour it for a week after the reception.

Barenz didn't have to act alone. Area distributors, including Kohler and Pella, came on board as sponsors, and the local CBS affiliate broadcast reports about the event during the week prior to the VIP party.

About 200 people attended the VIP reception and more than 400 visited the home in the following week. And that exposure generated some good leads for future custom-home projects, says

This is the second year Barenz Builders has organized a Passport event. In fact, it's been so well-received the company has already started planning the 2008 event.





It's Not All Bad

Who said the housing market was untouchable? Some celebrities don't seem to think so and are diving in. By Jennifer Powell, Staff Writer

If celebrities are willing to put their money on the housing industry, then maybe there's hope for us after all. Here are just a few stars who have a name tag attached to a home building project:

Brad Pitt

He has movies to his name, but his newest project isn't a film. It's rebuilding New Orleans' Lower Ninth Ward with energy-efficient homes. Pitt partnered with Make It Right, an organization that helps rebuild the area and so far has raised money for 81 of the 150 homes planned.

Martha Stewart

Would you like a house to go with that bath towel? KB Home has partnered with lifestyle expert Martha Stewart to create high-style home designs inspired by her own homes. For one home design, Lily Pond, she borrowed ideas from her beach cottage in Long Island. Another design, Skylands, is a tribute to her own 1925 stone house in Maine. Home buyers can even choose landscaping packages designed by her personal gardener.

Leonardo DiCaprio

The actor-turned-producer is working

on a 13-part series with his production company, Appian Way, on the rebuilding of tornado-ravaged Greensburg, Kan. The entire town will be energy-efficient, and you'll be able to see how it came together on Discovery Channel's new network. Planet Green.

Kathy Ireland

Shaw Floors has paired up with Kathy Ireland, supermodel/designer extraordinaire, on more than 236 rugs with her designs. From the Home Essentials to the Young Attitude, there's a rug for every homeowner.

the. Contingency!

The need to sell an existing home should never stop a new-home sale. Here's how some builders work around it.

By Bill Lurz, Senior Editor

Contingencies are killing the move-up market. Balky home shoppers often refuse to buy the new home they really want unless the purchase contract carries a clause requiring sale of their existing home. It's a sham, a negotiating ploy. Don't fall for it.

What they really mean when they say, "I can't sell my home" is, "I can't sell it for the overheated price my neighbor got three years ago."

Many of these contingent sales "contracts" carry microscopic down payments — as little as \$500 — and even those are often refundable. "Contingencies are nothing more than questionable deposits," says home marketing guru Rich Elkman of Philadelphia-based Group Two Advertising, "but many builders believe they have to use them to get their hook into a buyer."

If you must sell houses with contingencies, treat them as what they really are: a temporary stepping stone toward a real down payment, one a mortgage lender will actually recognize, like five or 10 percent of the purchase price. Never take the house and/or lot off the market, because in many areas of the country 50 percent or more of contingent sales fall out. Don't take the chance of passing up a real sale for a phony one.

And in the meantime, attack the faulty logic behind the con-

Photo: Getty Images



tingency with empathy for the welfare of your customers. They need to know what you know: that contingencies do no good for anyone and harm most the prospects hiding behind them. Here's a litany of sales tactics you can use to bring prospects to sound thinking on this issue, developed by some of the best minds in new-home sales. You can move people into non-contingent contracts.

You can kill the contingency — dead.

Blast 'Phantom Profits'

Sales trainer Bob Schultz of New Home Specialist Marketing Group in Boca Raton, Fla., says no one can truthfully say, "I can't sell my house."

"Existing
homes sell
in every market,
all the time," Schultz
says. "What they really mean
is, 'I can't sell it for what I think it's
worth.' They don't want to 'lose' the difference between what their house might have sold
for in 2005 and what it will fetch today."

Schultz calls the difference "phantom profits" and suggests a simple question to unravel the faulty logic behind the belief this is anything that can be "lost." "Just ask, 'What do you think the price of this model home would be if the market were still like it was in 2005?' The answer is, of course, even higher than the 2005 price of their existing home. Then you tell them the reason: 'This house has all the new features and benefits

GET YOUR TRADES WORKING ON THE EXISTING HOME

If the prospects' existing home needs work to maximize its value in the resale market, put your own trades and vendors to work bringing it up to snuff.

......

"Send a sales agent and construction super out to evaluate what can be done to make the home more marketable," sales trainer Bill Herring suggests. "Then tell the prospect, 'We'll get bids from our trades, at our rates, to do this work for you, but only if you sign a noncontingent sales contract on your new home. Our trades need work. They'll give you a good price to put your house in condition to sell fast, because they want to build your new home."

Maybe such a visit will reinforce in a prospect's mind just how much that old home costs to maintain and how much better it would be to live in a new one that's energy and resource efficient, as well as much less maintenance intensive.

Then, Herring suggests, send your interior merchandisers out to have a look at what they might be able to do to make the inside of the home more marketable. "They're not working enough either," he says, "so the probability is, they'll volunteer to provide this low-cost, discounted service to prospects — especially if it means a sale that moves them closer to the next set of models."

"Contingencies are nothing more than questionable deposits." — Rich Elkman, Group Two Advertising

your old home will never have!""

What sales agents must do, Schultz says, is explain that buying a new home allows people to transfer the equity they've built up in their old home to a new one that will always increase in value faster than the inferior older home. "Once we get prospects thinking about the market logically, they're moving in our direction," Schultz says. "They won't write a check on the spot, but they're thinking it through — getting past the psychological barrier of phantom profits."

Then there's the kick in the pants: "Just mention that if they wait for the market to come back to that pricing level," Schultz argues, "their kids will have to stay in their present school for many more years, they'll continue paying those exorbitant costs to heat and cool the old place, and the new home that's available today — on that lot by the park — will be gone."

Control the Resale

Every new-home sales expert and successful sales manager we interviewed for this report was adamant that, if you take a contingent contract, you must take active control of the effort to sell that existing home.

"Get an accurate appraisal," says Houston, Texas-based sales management consultant Tom Richey. "Get the right real-estate broker listing the home and the right Realtor marketing it. Make sure enough money is spent on advertising and open houses. See to it that the house is staged correctly and the owner is trained to show it when the agent isn't there. Get a good sign in the yard. Air-Wick it so it smells fresh. Let's really push it."

If the prospects are really serious about getting out of that existing home, they will agree to sell it at the appraised value or less, says Satellite Beach, Fla.-based sales trainer Bill Herring. "And we can get a really professional Realtor — one of ours — to list it for 3 per-

LEASE THE HOUSE

If real-estate values have declined precipitously in the market, many move-up prospects would be well-served by creating a business to lease their existing home beyond the closing date for the new one.

"Holding ownership for a year or two might be a smart investment strategy," says consultant Tom Richey of Richey Resources. "Then we can say, 'I've visited your home and I know the area. Here's what we can get for it on a lease, within 45 days, compared to what you have going out on your mortgage. Now, plug in a number for depreciation on the house and lot. What kind of write-off can you get on that depreciation? You can create an income stream from that home, and as the market gains strength, you'll get some appreciation. You can take a property you bought on leverage and slide it into a business. You're in good shape if we can get the numbers reasonably close to break-even.'

"Even if the business goes slightly negative, it may make sense," Richey says. "It then becomes a tax deduction, and as the market strengthens, the prospect has two homes building equity rather than one. Many move-ups can afford to look at this strategy."

Business leasing may be the perfect play for well-heeled move-ups who can see that the current down market will not last forever and don't want to miss the right time to buy new just because they can't get top dollar for their existing home. cent commission rather than the standard 6 percent. He'll take it at a discount because he knows the owner is motivated. It's going to sell fast. And the reduced listing fee allows our prospect to lower his price even more."

Bob Schultz says this process shouldn't be compromised, even if the prospects are from out of town. "Even if you're selling them a house in Florida, and their existing home is in New Jersey, we have a wealth of resources online that allow us to take control of the resale process," he reasons.

You can identify three or four brokers from their home zip code, call them and ask if they're interested in the referral, Schultz advises. "If I call four, I know I can find one that has the qualifications we require and will take the listing at a discounted listing fee, because they know this listing is being spoon-fed to them by a motivated seller."

Construction-to-Perm Financing Removes Need for Contingency

A loan that rolls automatically from construction financing into a permanent mortgage has the ability to negate any need for a contingent sales contract, especially for move-up buyers in the custom home market.

"We're utilizing construction-to-perm financing exclusively," says Tom Davis, a long-time sales executive who recently moved into a new position as director of residential operations for Christopher Burton Homes, a Melbourne, Fla., custom builder in the \$600,000 to \$2 million price range. "That offers the built-in advantage that the buyer doesn't need to sell his existing home to sign a non-contingent contract and get us started building the new one."

Buyers with a good chunk of equity in a valuable existing home have this financing option, Davis explains, and it opens a window of opportunity for them to buy a new



You've got to have an action plan to deal with contingencies, but it's even more important to educate buyers about where this market is headed." — Tom Stokes, Sterlingcrest Homes

home from a custom builder at the low point of the market, then sell their current home 18 months later (as the new one nears completion), in a rising real-estate market.

"Home prices are now down to where people think we're close to the bottom, if not there already," Davis says. "We're now talking to more people than we have in a year, and we'll have a great year in 2008 because construction-to-perm loans allow people to tap the equity in their existing home — or move money out of the stock market — to make the down payment on their construction loan. The bank generally requires that to be 20 percent of our price for the new home. That gets us started. Then they have 12 to 14 months of construction time to wait for the market to come back before they even put their existing home on the market."

Right now, lot prices are low, construction prices are down, and interest rates are also low—so it's a great time to buy a new

custom home, especially if the buyer believes market conditions will improve in 2009 and 2010. Davis says Burton only closed a few houses in 2007, but will close two this year before the end of April, "and we have six houses under construction priced between \$1 million and \$3 million, then three more due to start within the next couple of weeks."

It will be more than a year before those buyers' construction loans roll into permanent mortgages, giving them plenty of time to sell their current homes. "We have two buyers who just put their houses on the market because their new homes will close in May or June," Davis says.

"And interestingly, they've priced those existing homes very realistically. They will sell. The buyers are not looking for big gains. They just want to get into their new homes. They're tired of waiting." PB

Sell Those Market-Timers

Production builders, as well as custom builders, will find today is the right time to sell to people who want to buy at the bottom of the market.

"We believe you've got to have an action plan to deal with contingencies, but it's even more important to educate buyers about where this market is headed," says Tom Stokes, executive vice president of Atlanta's Sterlingcrest Homes, a production builder with prices running from \$150,000 to over \$1 million.

"Many people are hesitant to put their homes on the market in today's climate," he says, "but we try to build urgency that the time to buy is now. And it's getting easier. Atlanta burned through 20 percent of its inventory of unsold new homes in the last two months of 2007. And we all know that the best stuff sells first. We carry 20 to 30 specs most of the time, and we're starting to build more because what we have is selling," Stokes says. "But pre-sales have an advantage for contingent buyers because there're six months between when they sign the contract and closing. If we can convince them that the market has turned, they'll rush to buy because they want to buy low and sell high."

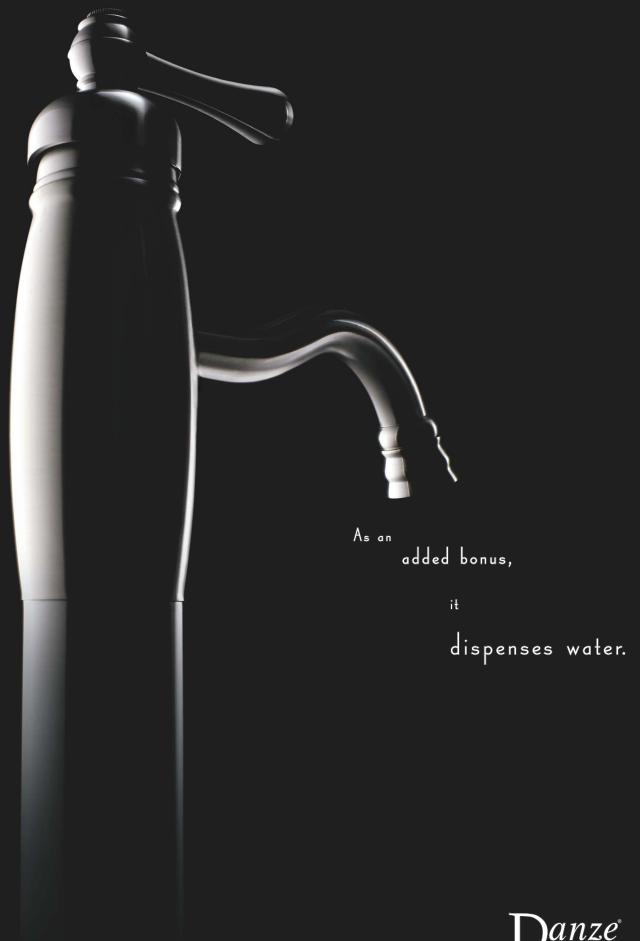
Englewood, Col.-based sales trainer (and Housing Giants

columnist) Rick Heaston says the big thing to keep in mind is that buyers have to want a new home badly enough to risk selling their current home in a challenging market.

"The real catalyst will always be a compelling desire to get out of the old one and into the new," Heaston says. "Controlling the process and getting a good Realtor to list the existing home won't help unless you get to the root and create the belief that the new home is much, much better than the old one, and that there's a unique opportunity to make the move now."

Rhonda Oellerich, vice president of sales for Keystone Homes — the largest production builder in Augusta, Ga.— says the hardest battle to win with contingent buyers is overcoming their sense that if they put their home on the market at today's price, they lose. "We have to show them they'll gain by getting out of that old house as fast as possible, transferring their equity into a new home that will grow that equity faster from day one.

"The attributes, features and benefits that make living in a new home so much more enjoyable also make it a better investment. Every day they spend in that old house is costing them money."





WALKIE-TALKIE

There isn't much I don't hear about over these waves. Project updates, building permits, lunch orders, baseball scores, and plenty of profanity — much of which revolves around shower valves. Either someone ordered the wrong valve, or installed the wrong valve, or changed their mind at the last minute. Can someone just make one valve that fits any shower so I don't have to listen to all this chatter? It's giving me a headache.





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Cabin One hundred years ago, The Kootenai near Bigfork, Mont., was a private retreat for the rich and famous. Today it's a second-home community offering 32 new cabin homes, including the 4,688-square-foot Meadowlark. **Built by River Run Associates of Bigfork** this \$3.4 million spec has ample patios and balconies for enjoying the lake, the woods and the vast Montana sky. Photography by Allen Kennedy INSIDE WWW. Cost-effective design ideas [page 52] Innovative TND in N.C. [page 58]

Price Check

Get creative with cost-effective solutions that add design flair – without compromising your product's affordable price tag.

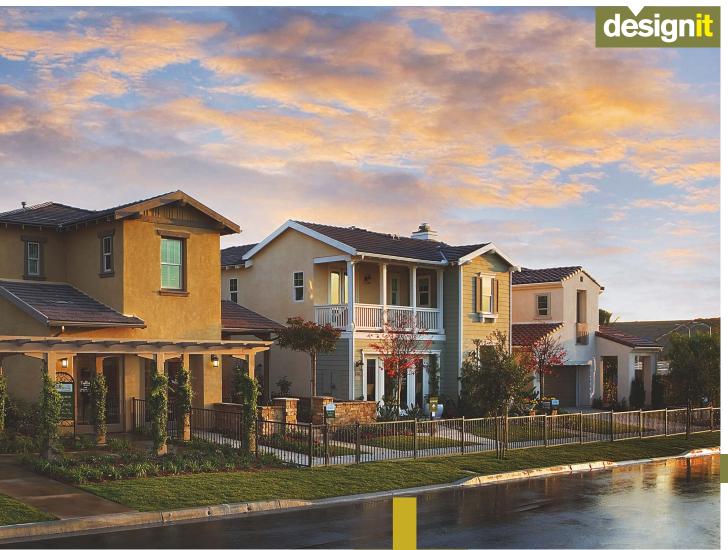
By Ann Matesi, Senior Contributing Editor

Photos: Dahlin Group Architectural Planning











Thank the Internet, TV shows, special-interest publications, local home-improvement centers and even your competition for inspiring your budget-conscious buyer. These days, even the thriftiest shoppers expect more bang for their buck. To catch their eye and make the sale, you have to give them a product that packs a visual punch and gives them the style and amenities they want, without busting their bottom line of your own.

For Mitch Davis, vice president of land acquisition and market strategy for residential builder C.P. Morgan Communities, one of the best ways to keep costs in check is to identify what your target market finds most important in a home and deliver exactly that — without going overboard on the extras. "If you try to force them into purchasing features that they don't value as part of the design, then you may well lose them as a buyer."

"This is particularly true at the lower price points," continues Davis, "where being able to reduce costs by \$2,000 to \$5,000 dollars and still give the buyer what they are looking for can make the difference between them owning a home of their own or staying put in an apartment."

The Indianapolis-based residential construction firm is a leader in a region that consistently ranks at the top of the country's most affordable major housing markets.

Builders should consider the age, income and lifestyle of their buyer market profile, say housing industry experts. Each of these affects the housing product in terms of living space and amenities.

Knowing your buyers and designing homes to meet their specific needs is critical, agrees architect Daniel O'Malley, principal with BSB Design's Chicago regional office. "This makes a tremendous difference in what features are important in a home and where you can cut back."

"It all comes down to recognizing what your buyer is willing to spend their money on," says John Bean, C.P. Morgan's director of design.

"The key to dressing up an affordable product is good merchandising in your models," says Deanna Sihon, vice president of consulting with New Home Trends, a Bothell, Washbased research and marketing consulting firm that tracks data on new home construction.

Builders who are willing and able to adapt quickly to meet the changing needs and preferences of their buyers and do it cost-effectively are likely to be the most successful.

Here are a few suggestions for keeping costs in line without sacrificing style or excitement.

Rethink construction details, materials

"There are cost implications in everything we do when we design a home," says O'Malley. "The cost/value/benefit ratio must be carefully studied in order to make the right decisions when it comes to affordable design."

For O'Malley, the design process begins by addressing the shell of the building. The goal for an affordable home, he says, is to create a four- or six-corner structure. This simplifies everything that follows: the foundation, the framing of the walls and the roofline.

"A good, simple plan is developed from the outside in," O'Malley continues.

Builders can also save money by backing off on the soaring ceilings heights that have been a standard feature in homes in even the most affordable markets over the past 25 years.

"Lowering ceiling heights is a good way to save on lumber," says architect John Thatch, design principal for Dahlin Group Architecture in Pleasanton, Calif. "Not only does this reduce materials costs, but it also boosts energy efficiency."

When it comes to selecting construction and finish materials, builders should think long-term rather than focusing simply on the immediate costs, recommends Thatch.

Some other cost-cutting measures include:

- Limiting variations in roof truss size
- Choosing floor framing systems that use I-joists or floor trusses that permit longer spans, reducing the need for load-bearing interior walls

IDENTIFY WHAT YOUR target buyer perceives as most desirable for their lifestyle and then deliver. Remember, buyers are often willing to make tradeoffs in some areas to get what they want in others, says John Bean of C.P. Morgan Communities. Lower ceilings, open floor plans and controlled lighting are all key features of costefficient design. Corners and nooks can provide space for built-ins. www.ProBuilder.com



SITE PLANNING WITH A COMMUNITY VISION

"Implementing a plan for cost savings begins at the start of the design process," says builder Eric Campbell, founder and head of Kirkland, Wash.'s CamWest Development, one of the top production builders in the Puget Sound area. The company employs smart land use principles to build moderately priced residential communities in close proximity to the region's major employment centers.

"That process begins for us with the creation of an architectural-based land plan that we sometimes refer to as 'density without intensity,'" says Campbell. "We act as our own developer. This allows us to be very creative when it comes to how our homes fit into the overall site plan."

The builder's developments feature more expansive community parks, walking trails and open space rather than large yards for each individual home. "We have found this to be a much more effective use of our land resources," says Campbell, "because it benefits everyone. This way you can provide open space that is large enough to be truly functional for all types of activities including soccer, football and baseball for the kids in the community."

Consider doing the following:

- Opt for site planning that is more conducive to higher density residential construction.
- Maximize the efficiency of roads and paved surfaces within the community.
- Reduce standard yard size in favor of creating large common areas that are more user-friendly.
- Emphasize the fact that smaller yards require less maintenance by homeowners.
- Preserve indigenous vegetation whenever possible to create natural buffer zones and screening within a development. This can reduce landscaping requirements dictated by the local municipality.



- Vertically stacking plumbing cores
- Installing composite roofing materials that offer the dual benefit of being lightweight and durable
- Using high-quality engineered materials to reduce costs and callbacks

Get creative with exteriors

Simplifying the residential "box" doesn't relegate an affordable home's exterior elevation to the land of bland.

"We can take that simple form and add all kinds of character to it with applied elements such as verandas, gables, accent siding and trim details," says Thatch.

"We encourage builders to put their dollars where it will have the most impact," agrees O'Malley, "and that is on the front of the house."

Simplify interior spaces

"We are really moving toward the not-so-big house today," says Campbell. "People are looking for less square footage but higher quality. In the past, everyone tended to measure the value of a home based on its size alone. But that's really a poor use of the cost-per-square-foot equation. If you use space more efficiently, you can actually reduce the square footage of a home significantly and still have the same size rooms."

O'Malley calls this "uncluttering" a plan, or fine-tuning it to maximize functional space for the homeowner and eliminate what they don't need.

One area to never cut back on in terms of drama, say the experts, is in the entry. Creating a high-impact line of sight in this part of the home, either by establishing a long view through the interior or by providing vertical views up into loft space, will make even the most affordable home appear to be

more spacious.

And when it comes to the master bathroom, builders should continue to maximize its impact by giving it a spa-like feel.

Think about:

- Creating "swing" rooms that give homeowners a choice in how the space can be used to suit their needs
 - Minimizing interior hallways
- Eliminating multiple bathrooms in favor of a larger hall bathroom to serve the secondary bedrooms
- Adding 6- to 8-inch depth to the powder room make it feel larger without affecting the overall space planning in the home
- Providing options for finished space in basements, above garages or in the attic
- Continuing to focus on the kitchen as the command and entertainment center with triangulated designs that promote visual connections
- Designing multipurpose mud rooms with built-in stopand-drop centers to catch clutter

Balance beauty and value

When it comes to budget-friendly products and materials, there are more options on the market today than ever before, says Sihon. Some suggestions:

- Get on board the green bandwagon. High-efficiency, environmentally friendly materials and products reduce maintenance and operating costs for the homeowner.
 - Standardize wherever possible
- Use composite rather than hand-milled wood trim and choose simplified profiles
 - Opt for a single- rather than double-bowl vanities
 - Decrease the size of secondary bedrooms PB

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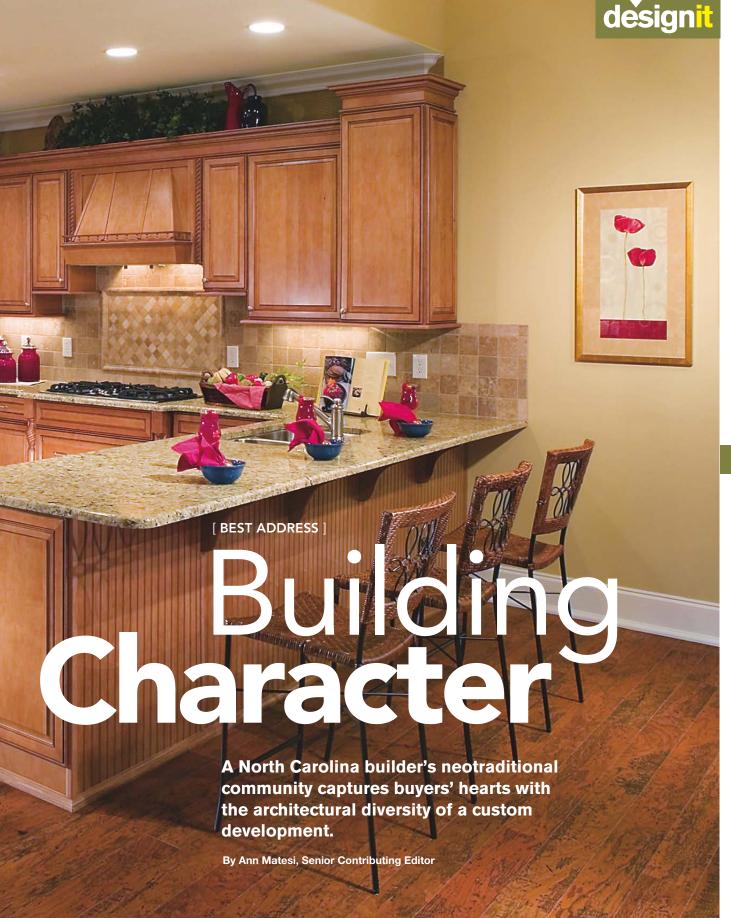
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Photos: Creative Sources

For Lanny Caldwell and David Schmidt, founding partners of ExperienceOne Homes, being different is a good thing. The former Texas builders introduced the concept of traditional neighborhood design to the Raleigh, N.C., residential market back in the mid-1980s with a project targeted to the area's previously overlooked empty-nester market. That project turned out to be the top seller in its price range throughout the area for more than two years running despite dire predictions from the local building community, says Schmidt.

Today, they continue to be innovators with a unique production community, Kitts Creek, in Morristown, N.C., that recreates the desirable random architectural character of neighborhoods that sprouted up nearly a century ago with more than 16 different historical styles represented.

Kitts Creek is a 772-home neotraditional development adjoining Wake County's research corridor and serves as an example of the builders' talent for combining standard plans with architecturally diverse elevations and high-quality, low-maintenance construction materials. Caldwell and Schmidt say their goal is to provide buyers with the best of both worlds: distinctive homes that blend custom charisma with cost-efficient, high-quality construction materials and methods.

"They've done it better than anyone else I've seen," says architect Victor Mirontschuk, head of top architectural firm EDI Architecture. Mirontschuk worked closely with the builders to develop the community's portfolio of 21 one-, two- and threestory single-family and attached plans. "The level of detail that



they provide is exceptionally high inside and out. And they have gone out of their way to make the elevations for all of the homes really distinctive and playful."

Five product lines are featured at Kitts Creek. Each is targeted to a very specific buyer market: Cottage (first-time buyers), Village (first-time move up), Bungalow (empty nester/retiree), Traditional/Grand Boulevard (second-time move up) and Townhome (singles, professional couples, move down). They range from 1,900 to more than 5,000 square feet in size and are priced between \$260,000 and \$700,000. With more than 165 sales to date, the team says they have been right on, not only with providing a product that buyers are attracted to but also in appealing to the markets they have identified, says Schmidt. So far buyers have been a 50/50 mix of locals and people relocating to new jobs in the area.

Plans were originally designed to offer up to five different ex-



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Patio/ pt. Covered Porch/ Dpt. Screened Porch Recreation Room 3-Car Garage Sun Room Master Suite 也 WIC Bedroom 4 WIC Bath Family Room DN-Breakfast Bath Open Dining Bedroom 2 Study Bedroom 3 Bedroom 6 Porch FIRST FLOOR SECOND FLOOR

PLAN 18A features an open floor plan designed for a large, active family and offers space to entertain on the first and second floors. The home also offers plenty of flexibility, with a den/bedroom option on the main floor and the possibility for a finished third-floor attic. Like all of the homes at Kitts Creek, this home has an alley-loaded, rear-oriented garage.

PROJECT PROFILE

Kitts Creek, Morrisville, N.C.

Builder: ExperienceOne Homes, Morrisville, N.C.

Architect: EDI Architecture, New York
Interiors: Model Home Interiors, Durham, N.C.

Grand Opening: June 2006

PRODUCTS USED

Appliances: GE
Cabinetry: Merillat
Countertops: granite
Plumbing Fixtures: Kohler

Flooring: Mannington; Mohawk; American Olean

Security System: GE
HVAC: Goodman
Fireplace: Heatilator
Lighting: Seagull
Doors: Therma-Tru Doors

Windows: Windsor Windows & Doors

Locksets: Schlage

Exterior Finish: James Hardie Building Products;

General Shale

Exterior Trim & Handrails: Miratec; Custom

Decorative Moldings; Fypon

Roofing: Tamko Building Products

teriors to choose from, but as popular models have emerged since sales began at the community in June 2006, Caldwell and Schmidt have not hesitated to add new elevations to preserve the eclectic character of the community.

The result is that buyers enjoy a remarkable degree of flexibility when it comes to choosing the style, color and detailing of their home at Kitts Creek. In fact, one would be hard pressed to identify two of the same models with different elevations in the development simply by looking at them — even when they are side-by-side. "We bet you won't be able to," says Caldwell. "That's why we call our homes custom repeats."

Mirontschuk agrees. "Although they are doing production building, they are actually providing a product that is far more complicated that that. Most production builders develop a plan and then alter the elevation slightly to make it look different. But in reality, you can still drive down the street in these communities and recognize that it is the same plan shown with a different elevation. Not so here."

Model displays builders' detailed agenda

The striking 4,232-square-foot Victorian belle that serves as the model for Kitts Creek's four-plan Traditional/Grand Boulevard line, Plan 18A, demonstrates ExperienceOne Home's skill in recreating authentic architectural detail. This one features lap and fish scale siding, a turret, twin dormers and plenty of gingerbread. Other elevations of the same plan — including Georgian, English Manor, Adirondack or Rustic — emphasize the chameleon qual-

ity that characterizes all of the homes in the community.

"Each elevation so completely changes the look of the home that it does not appear to be the same model at all," says Mirontschuk. "It is really remarkable."

Designed for the high-end move-up buyer market, Plan 18A features a flexible, family-friendly floor plan that includes a formal dining room, spacious family room, sunroom, gourmet kitchen and a study/bedroom option on the main floor. A luxurious master suite shares the second floor with three additional bedrooms and a huge recreation room. If the buyer is looking for more space, this model also offers the option of finishing space on the third floor as well.

Town opens the door to TND development

The builders chose Morrisville as the location for 200-acre Kitts Creek after the local land planning commission reconsidered its long-range development plans. That meant opening several large tracts of land formerly targeted for commercial development to low-density residential.

"Morrisville's proximity to Wake County's Research Triangle Park (an area bordered by Raleigh to the east, Durham to the north, and Chapel Hill to the west) as well as its stable economy was what really drew us to this location," says Caldwell. "The town is at the center of a bull's-eye target for new growth in the area. It is right in the heart of the single highest density area for employment in the region."

Not only was Kitts Creek on the leading edge for new residen-



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tial development in Morrisville, but it was also slated to be the city's first TND project.

"The concept of TND is not new any longer," says Mirontschuk, "but for cities that have no experience with them, a builder does have their work cut out for them."

His advice:

- Get city officials involved early on in the process.
- Show officials examples of where TND has worked well.
- Create a planned unit development so that you have latitude in dealing with reduced front and side yard setbacks, alleys and other design features that fall outside today's standard municipal requirements.
- Demonstrate the positive benefits of TND to city officials

and local residents.

"More and more municipalities are requesting these types of projects as a rule these days," continues the architect. "Even in a challenging economy, we are seeing that TNDs have held their values while others have dropped."

In addition to the appealing architectural diversity of its homes, Kitts Creek features classic "community building" design elements such as curvilinear streets that slow traffic; alley-loaded garages at the rear of the homes, rather than on their front elevation; sidewalks on both sides of the street to promote walkability; front porches on the homes that encourage neighbors to socialize; numerous pocket parks; and a spectacular community center that includes a 6,500-square-foot clubhouse, 8-lane com-

Planned Diversity

"At the turn of the century, there were no production builders. Every house was unique," says ExperienceOne co-founder Lanny Caldwell.

"After World War II, this began to change. We started to mass produce communities that isolated people rather than brought them together, and homes began to take on the same look. Sometimes we call what we do TCD, as in turn-of-the-century development, rather than TND, because we are trying to get back to that same randomness of style we enjoyed in the past."

Caldwell and Schmidt adhere to an anti-monotony rule at Kitts Creek. No two similar homes are repeated within eight lots of each other; beyond that, they must have very different color combinations.

The architecture is handled differently on every elevation of every plan, making Kitts Creek more varied than any other TND in the area, says Schmidt.

Since sales began at Kitts Creek, the builders have returned frequently to architect Victor Mirontschuk of EDI Architecture to develop new elevations for its most popular plans. Builder and architect often turn to historical architecture reference books for inspiration. Two that Mirontschuk recommends include, "A Field Guide to American Houses," by Virginia & Lee McAlester, and "The Abrams Guide to American House Styles" by William Morgan.

The result, says the architect, is a community that features an outstanding variation in streetscape and mix of products, one that successfully hits all segments of the local market and has created the feeling of community for its residents.



A SEE-THROUGH FIREPLACE defines the boundary between the sun room and family room in Plan 18A without restricting the visual interplay between the two living spaces.

petition-size pool and I,IIO-square-foot cabana, playground, bandstand and picnic pavilion.

"It is really refreshing to hear from residents how they are enjoying getting to know their neighbors," says Caldwell. "There are lots of people out walking throughout the community all the time."

Upgrades as standard add value
At Kitts Creek, the builders have

forgone the common practice of offering buyers a "bare bones" model as the starting point for their purchase and instead add in, as standard, more than 80 percent of what their market research has demonstrated buyers want in upgrades. This includes fiber cement siding; closed-cell PVC and composite trim; energy-efficient windows and doors; stainless steel appliances; wood floors; high-efficiency HVAC systems; and built-in security systems.

"We have eliminated the 25 percent markup that is traditionally associated with design center upgrades," says Caldwell. "While our base prices are comparatively higher than those of our competitors, they cost less than if all of our standard features were purchased through a builder's design center."

Their insistence on using topquality materials may raise the upfront price tag, says Schmidt, but it actually keeps costs in check. **PB**

AN ATTRACTIVE PLACE TO CALL HOME

BUILDERS LANNY CALDWELL AND DAVID SCHMIDT of ExperienceOne Homes say that North Carolina's Raleigh-Durham-Chapel Hill market continues to be a stable one for home builders. Key features that fuel residential growth in Wake County include:

- Strong and stable employment base
- Proximity to Raleigh-Durham International Airport
- · Desirable school system
- · Well-planned interstate system with good accessibility
- Willingness on the part of local municipalities to encourage growth
- Plenty of commercial shopping opportunities, restaurants and entertainment venues

The Wake County (Raleigh) area itself received numerous accolades in 2007, including being named:

- A Top Metro Area for Job Growth by Business 2.0 magazine
- Hottest Job Market for Young Adults by Bizjournals
- Best Place for Business and Careers; Best U.S. City for Jobs; and #1 Best Place to Sell a Home by Forbes magazine
- 8th Fastest Growing Metro in the Nation by the U.S. Census Bureau
- Top 50 Cities for Expanding and Relocating Companies by Expansion Management magazine



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buildit

For a sink to be successful, it must be both purposeful and stylish, and Marvel's Keyhole Sink, shown here, fits the bill. The same goes for the latest faucets hitting the market, where multiple mounting configurations bring variety. The handles are stylish and easy to us and they work in homes where universal design is key. Turn the page for more products that help you complete the look you want

BESTIN CLASS FORKITCHEN & BATE

Cool new kitchen fixtures [page 69]

Bodacious bath products [page 71]

New! Our Inaugural Kitchen & Bath Best in Class Survey [$page\ 73$]

The PATH to Green [page 75]



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[KITCHEN FIXTURES]

Flash Fixtures



- Chill Out or Heat It Up

Designed with water filters, instantchilled and instant-hot water systems in mind. Water Inc.'s LVH1200 uses twin levers that flank the base of its barrel-tipped spout for delivery. It sports a built-in aerator, and the spout features a 6-inch reach while standing more than 7 inches above the countertop.

For FREE information, visit http:// pb.ims.ca/5644-125



The recently-unveiled Diamond Seal Technology by Delta Faucet Co. is part of a new cross-linked PEX water delivery system that eliminates contact with potential metal contaminants. The system uses an integrated ceramic valve cartridge featuring one ceramic disc and one diamond-embedded disc to eliminate wear-and-tear during operation. For FREE information, visit http://pb.ims.ca/5644-126

Crossing the **Threshold**

Brizo's Trevi collection gets an upgrade with the Trevi cross-handle version. The handle is available on both deck-mounted installations found in the kitchen and wallmounted faucet selections in utility rooms or bathrooms. The new model is available in polished chrome and the company's Brilliance brushed nickel finishes.

For FREE information, visit http://pb.ims.ca/5644-127



n viiiiiii

At Home in the Kitchen or the Bar

This little number by Marvel is the Keyhole Sink. Made for kitchen islands, wet bars or outdoor living areas, the Keyhole features a large, round bowl for rinsing and a deep, recessed drainer for prep and clean-up. The Marvel is available in two sizes, including a single main bowl size with a 17-inch diameter or a main bowl coupled with a second bowl size of 1113/16 by 63/16 inches. For FREE information, visit http://pb.ims.ca/5644-128

Invoke the Fvoke

Unique to Kohler's Evoke line is the primary and secondary single-control swing-spout model with optional sidespray. Unlike standard sidesprays, the Evoke sidespray has two functions: it has a spray as well as a laminar flow option that make it easier for the homeowner to wash dishes.

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More builders were familiar with GE, and used GE, than any other brand. *Builder Magazine*, 2005 Brand Use study









[BATHROOM FIXTURES]

Steamy **Selections**

No Escaping Gravity

Gerber's Viper high-performance toilet line now uses the company's HP2 flushing technology. It delivers 600 to 800 grams of waste per flush, which, according to Gerber, is double the industry standard. The line has also been updated with an array of colors to match the bathroom's décor. For FREE information, visit http://pb.ims.ca/5644-130



An Uplifting Drain

You have to admit you probably don't think much about shower drains in most of your projects. For some added flair, check out California Faucets' StyleDrain, which has an attention to detail previously unseen in a shower drain. It has a patent-pending design with no visible screws and flush grill plate to blend into showers and baths.

For FREE information, visit http://pb.ims.ca/5644-131



Feeling Rich

Inspired by ancient ship designs, the Amorpha collection (the name means 'vessel' in Latin) by Phylrich includes bath, shower, hardware and accessory pieces. The most distinctive of these is the bath faucet, which features two handle designs, ribbon and flair. The company offers 24 finishes to achieve the look you need. For FREE information, visit http://pb.ims. ca/5644-132

The Road to Rothbury

Named after a historic English town, Moen's Rothbury suite includes several stylish faucet configurations. Handle inserts come included, and the system uses Moen's M-PACT common valve system for an easy installation. The water-saving aerator reduces water use by 30 percent without sacrificing flow.

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[BEST IN CLASS]

Winners to the Podium

Our first-ever Best in Class Kitchen & Bath Survey represents our groundbreaking effort to figure out the top brands in the industry. Our readers rated manufacturers based on the awareness, use and preference of their products within our survey.

By Nick Bajzek, Products Editor

	Aware %	Used (Past 18 mos.)	Prefer	
Cabinets				Tubs/Whirlpool:
Kraftmaid	86	35	23	Kohler
Merillat	77	22	16	Jacuzzi
Armstrong Cabinets	47	7	3	American Stand
American Woodmark	50	9	3	Sterling
Countertops & Surfaces				Toilets
Corian	94	54	25	Kohler
Formica	94	52	13	American Stand
Wilsonart	85	35	14	Toto
Silestone	74	24	15	Sterling
Kitchen Appliances				Bathroom Fauc
GE	96	64	28	Moen
Whirlpool	94	44	15	Delta
KitchenAid	94	47	13	Kohler
Bosch	85	32	6	American Stand
Kitchen Sinks				
Kohler	97	68	45	
American Standard	93	44	10	
Moen	85	35	13	
Delta	82	31	7	
Kitchen Faucets				METHO
Kohler	96	58	24	
Moen	96	56	32	Our report me
Delta	95	53	17	of the manufa
American Standard	87	26	5	our survey be
Bathroom Sinks				Those survey
Kohler	96	70	60	modular-hom were sent and
American Standard	90	44	17	products they
Elkay	65	15	3	producto tricy
Sterling	47	12	3	

	Aware %	Used (Past 18 mos.)	Prefer
T	70	(Past 16 mos.)	
Tubs/Whirlpools			
Kohler	93	49	34
Jacuzzi	92	40	30
American Standard	88	26	9
Sterling	43	11	3
Toilets			
Kohler	97	68	47
American Standard	92	50	22
Toto	61	28	17
Sterling	43	11	3
Bathroom Faucets			
Moen	95	53	30
Delta	94	49	17
Kohler	94	56	27
American Standard	91	34	6

OLOGY

asures highest brand awareness, use and preference cturers and their products. 549 readers completed tween December 2007 and January 2008.

ed include builders, architects and manufactured- or producers in addition to interior designers. Surveys completed via e-mail. The respondents identified the use in their kitchens and baths.

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Is the company...

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- innovative in all areas of operations including design, management, building practices, marketing, community relations, customer satisfaction, productivity and profitability?
- highly reputable in the market(s) served?
- employing and retaining the brightest and best personnel?

Finally— tell us why this year is the right year for the company to be honored as the *Professional Builder* 2009 Builder of the Year.



Seated Left: David Simon, President of Operations Seated Right: Jeff Rosenberg, President of Land Development and Acquisition, Veridian Homes Professional Builder 2008 Builder of the Year

Send your nomination

by June 30, 2008 to: *Professional Builder* 2009 Builder of the Year Attn: Paul Deffenbaugh 2000 Clearwater Dr., Oak Brook, IL 60523

paul.deffenbaugh@reedbusiness.com (Subject line: Builder of the Year Nomination)

Questions?

Contact Paul Deffenbaugh, 630/288-8190

The *Professional Builder* 2009 Builder of the Year will be announced at the 2008 Professional Builder Benchmark and AVID Leadership Conference in Phoenix, October 5-8, 2008.



Photos courtesy of StalwartBuilt Homes



[PATH REPORT]

Is Green Affordable?

You can create an affordable green house — if you consider the big picture. By Scott T. Shepherd, PATH Partners

Thile energy-efficient and resource-efficient technologies are great, you're not saving much money or energy if you put them in a poorly designed home.

Last month's column outlined green building practices that cost the builder less. In this issue, we'll highlight practices that result in a more affordable home for your buyer.

A greener home should be more affordable

A common attitude in the housing industry is that building a green home costs more, but five of PATH's green building tenets — reducing energy use; lowering water use; using fewer materials; improving durability; and properly siting the home — often improve the home's affordability.

"Today we tend to define 'affordable' in relation to the purchase price of a home, without considering the ongoing expenses of the home

and the life cycle of the building itself," says David Jones, president of Revival Homes of New Hartford, Conn. "To determine what is truly affordable, we should look at operating expenses, life cycle costs and purchase price."

"I don't believe 'green' can be achieved by just adding green products to the house at the end of the design process," says Jones. "There is nothing wrong with using the products, but the house must be designed so that all the components work together and function as a system."

Translation: green building isn't only about adding technologies, but also properly integrating them into the home. It means the home is maximally efficient because all the parts work together.

Your material choices also affect the price tag. For example, finding local recycled materials for flooring or countertops can be much more cost effective than ordering them through a manufacturer. Minimizing construction waste and recycling the rest saves on hauling costs

STALWARTBUILT'S
Callaway Corners in
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desuperheaters; and can
withstand high-force
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and landfill tipping fees.

But nothing can have a greater impact on affordability than the home's size and orientation. When designing a home, the builder and the home buyer need to understand that extra square footage comes at a real cost in materials and monthly utility bills. Proper orientation of the house can also reduce heating and cooling costs by taking advantage of the sun's energy and shade from trees.

Having it all?

So, you can build a reasonably priced home using basic green building principles. Can you do it with advanced technologies, too?

Julius Poston, president of Stalwart-Built Homes, a modular home builder in Panama City, Fla., says yes. Every house he builds is certified green by LEED. StalwartBuilt accomplishes this with efficient building practices and by knowing which green products work



best in different situations.

Poston maintains that using the correct combination of technologies and materials from the right suppliers can yield an affordable green home in most markets.

"Even our LEED platinum home, which is a net-zero energy home, sold **HOMEOWNERS** REDUCE ENERGY COSTS, use PATH Tech Sets to combine solar energy with an energy-efficient home. They'll watch their utility bills fall.

for less than \$230,000, including the lot," Poston says. "The goal for Stalwart is to offer LEED Platinum homes below the locally accepted price for workforce developments."

To do this, StalwartBuilt carefully reviews every product that goes into the home and analyzes its impact on sustainability, health, energy and environmental performance.

But before adding products, Poston considers their impact on cost. If it's expensive, he looks for alternative products or processes.

When your price tag is higher

When your choices do increase the purchase price, the burden falls on you to demonstrate the savings to the consumer. Hard numbers make a convincing case. Revival Homes feature life cycle cost comparisons on its Web site. According to its analysis of mortgage payments and utility costs, an Energy Star-qualified home might cost more up front, but the total monthly costs are \$30 less than a traditional home of the same size in his market. PB

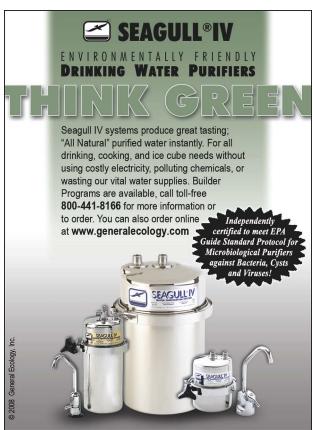
Scott T. Shepherd writes about better building practices on behalf of the Partnership for Advancing Technology in Housing (PATH). PATH is administered by the U.S. Department of Housing and Urban Development. Learn more at www.pathnet.org.



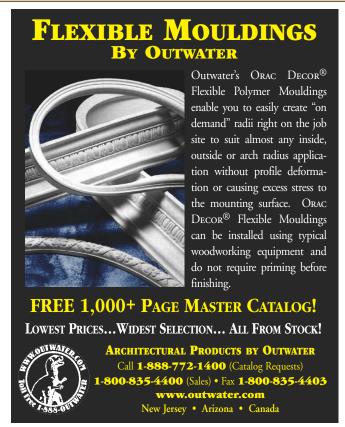
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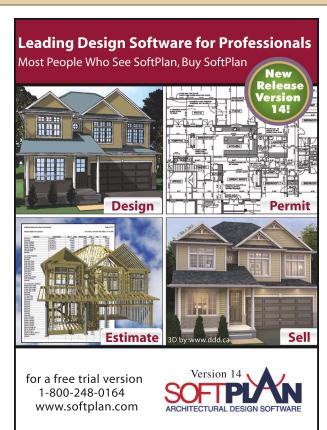


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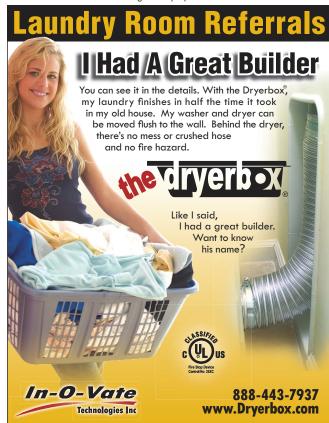


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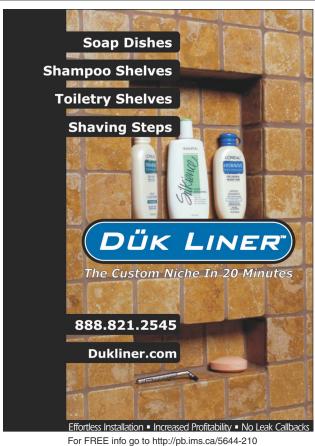
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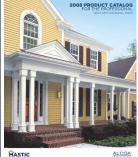


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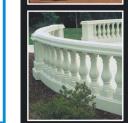


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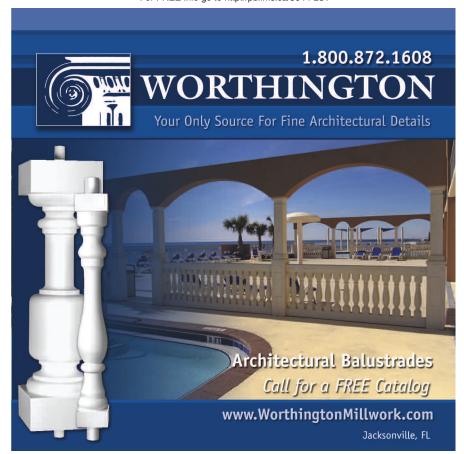


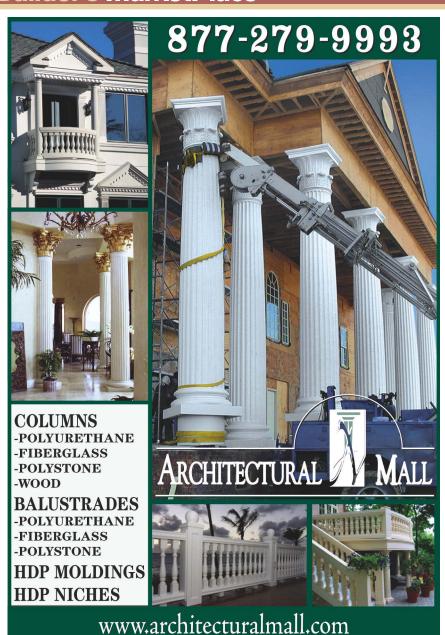






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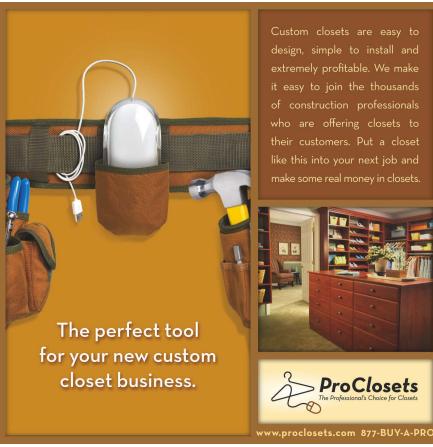


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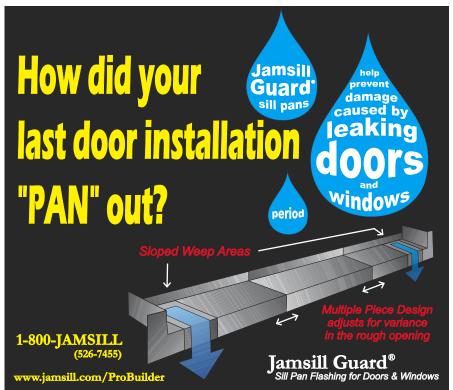
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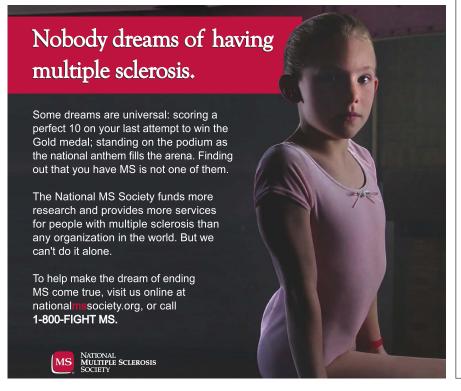


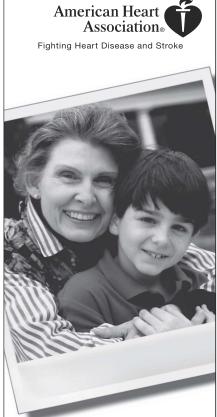






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numbercrunch

Think about it

\$10.5M

Funding for training and job services, under California Gov. Arnold Schwarzenegger, for residential construction workers and others who have been laid off as a result of the downturn in the housing market.

\$840.000

The price of condos in the Miami-Dade County with original price tags as much as \$1.4 million at market peak, according to The Wall Street Journal. That's a 40 percent drop.

\$995

The price a company in San Diego called You Walk Away charges to help people walk away from their homes, ceding them to the banks in foreclosure. Something smells fishy here; let's hope people read the fine print.



\$150 million The amount of write-downs Toll Brothers took in the first quarter as **revenue dropped 23 percent** and its backlog of orders fell 42 percent. The company blames all the chit chat about the down market for their problems.

Percent of respondents who noted that water-saving toilets are growing more popular. That's from the Home Design Trends Survey done by the AIA. It also showed demand for renewable kitchen flooring materials jumped from 53 percent in 2006 to 61 percent in 2007.

8 9 Percent U.S. home value fell in 2007, the largest decline in at least 20 years, Standard & Poor's reported. The Case-Shiller National Home Price Index fell 5.4 percent in the fourth quarter alone, S&P said. (Somebody needs to send this information to the folks in denial.)

77 Percent of homeowners polled nationwide who said they believe their home has **held or increased value in 2007**, despite all the news reports of the sagging market, credit crunch and depressed values, according to Zillow. Doctor, do we have an **epidemic of denial** on our hands?

Percent decline in total housing starts NAHB's housing forecast predicts for 2008, with the **single-family component down by 31 percent** for the year. But don't get too blue; NAHB still expects starts to start edging up in the final quarter of this year.

93 Home builders who have pledged to build high-performance homes planned for the U.S. Department of Energy Secretary Samuel W. Bodman Builders Challenge. The voluntary national energy savings program calls for the U.S. home building industry to build 220,000 high-performance, energy-efficient homes by 2012.



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